

Organisation of personal security in foreign operations

Cases:

Export companies from Capital Region

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Cases: Export companies from Capital Region

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The purpose of this thesis is to study what Finnish companies are doing in order to safeguard the personal security of their employees in foreign operations. The studied companies are examined in three different themes: what are the current issues and trends regarding personal security in foreign operations, how companies feel about using external security services in foreign operations and what aspects in companies build the personal security in foreign operations.

This thesis was conducted as a case study with qualitative elements. Data was collected using semi-structured interviews, in addition literature review was used to present the current knowledge of the subject. The studied companies were located in the Capital Region of Finland. Both larger companies and small-and-medium-enterprises were interviewed and all had existing foreign operations. The literature review was conducted using mainly Finnish authors and governmental entities publications.

Conclusions were that often times the planning for foreign operations security, especially in small-and-medium-enterprises, was lacking. Some of the interviewed companies did not even have domestic safety and security plans, not to mention foreign plans. The root of foreign operations security work could be traced in the detailed safety and security work done in the domestic environment, where factors for creating safety and security are usually more familiar than in foreign environments. However, the results indicate that the aspect that appeared to have the most of effect was the designation of personnel to oversee the overseas secondment and business trip process and the commitment of the top management to the security work. The use of external security services was viewed favourably among the companies.

The subject of foreign operations security in the Finnish literature is quite unexplored. This thesis partly increases information about the subject, but further research is required. Case study of a single company, with several years of experience on conducting foreign operations, would illustrate more accurately the process of organising foreign operations security. This type of case study could then be used to develop a foreign operations security plan template, which companies and other organisations could use as a basis for their current or future foreign operations.

Keywords: foreign operations security, personal security, corporate security, case study

Risto Hookana

Henkilöturvallisuuden organisointi ulkomaanoperaatioissa

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Tämän opinnäytetyön tarkoituksena on tutkia, mitä suomalaiset yritykset tekevät henkilöstöturvallisuuden takaamiseksi ulkomaantoiminnoissaan. Tutkimuksessa mukana olleita yrityksiä tutkittiin kolmessa eri teemassa: mitkä olivat ajankohtaisia kysymyksiä ja trendejä koskien henkilöstöturvallisuutta ulkomaantoiminnoissa, miten yritykset suhtautuvat ulkoisten turvallisuuspalveluiden käyttöön ulkomaantoiminnoissa, ja mitkä yrityksen ominaisuudet tukevat henkilöstöturvallisuutta ulkomaantoiminnoissa.

Tämä opinnäytetyö toteutettiin tapaustutkimuksena, johon sisältyi laadullisia elementtejä. Käytetty tiedonkeruumenetelmänä oli teemahaastattelu, mutta myös lisäksi kirjallisuuskatsausta käytettiin esittämään jo olemassa olevaa tietoa tutkimusaiheesta. Tutkitut yritykset sijaitsivat pääkaupunkiseudulla. Haastatteluihin osallistui niin suuria, kuin pieniä ja keskisuuria yrityksiä. Kirjallisuuskatsaus toteutettiin käyttäen pääasiassa suomalaisten henkilöiden ja Suomen valtionhallinnon julkaisuja.

Opinnäytetyön johtopäätökset olivat, että usein pienten ja keskisuurten yritysten ulkomaantoimintojen turvallisuuden suunnittelu oli puutteellista. Muutamalla haastatellulla yrityksellä ei ollut myöskään suunnitelmaa kotimaan toimintojen suojaamiseen. Ulkomaantoimintojen suojaamisen perustaksi voisi johtaa sen, että turvallisuussuunnittelu on tehty tarkasti kotimaan toimintoihin. Kotimaan toiminnoissa turvallisuuteen vaikuttavat tekijät ovat usein tumpia, kuin ulkomailla vaikuttavat tekijät. Kuitenkin johtopäätökset näyttävät että kaikista eniten vaikutusta oli sillä oliko yrityksessä määritetty vastuhenkilöt ulkomaan komennusten ja työmatkojen järjestelyyn, ja onko ylin johto sitoutunut turvallisuustyöhön. Ulkoisten turvallisuuspalveluiden käyttöön yritykset suhtautuivat suopeasti.

Ulkomaantoimintojen turvallisuus on suomalaisessa kirjallisuudessa melko tutkimaton aihe. Tämä opinnäytetyö osittain lisää tietoutta aiheesta, mutta lisätutkimusta tarvitaan. Tapaustutkimus yhdestä yrityksestä, jolla on usean vuoden kokemus ulkomaantoimintojen järjestämisestä, antaisi kattavamman kuvan itse turvallisuustyön prosessista. Tämän tyyppistä tapaustutkimusta voitaisiin käyttää ulkomaantoimintojen turvallisuussuunnitelma - pohjan kehittämiseksi, jota yritykset ja muut organisaatiot voisivat käyttää halutessaan nykyisiin tai tuleviin ulkomaantoimintoihinsa.

Asiasanat: ulkomaantoimintojen turvallisuus, henkilöturvallisuus, yritysturvallisuus, case-tutkimus

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1 Introduction

Foreign operations and exports can be a vital asset to a Finnish company in many ways. According to Toivo S. Äijö in “Suomalaisyrittäjä kansainvälistyy” (2001), even though several separate motives and reasons are presented when companies are internationalising their operations, they usually all come down to one reason - to secure the company's growth and profit. Äijö further presents that the small domestic market size is the most common reason for the internationalisation of Finnish companies and additionally sometimes the product the company has innovated is better suited to the markets of developing countries rather than Finland's. (Äijö 2001, 15).

The internationalisation of the company and stable foreign operations capabilities can be important from large to small-and-medium enterprises alike. According to Confederation of Finnish Industries publication “Pk-yritysten toimintaympäristö” about small-and medium enterprises' operational environment, there are around 19 000 small-and-medium enterprises that conduct export business from Finland. In around 11 000 of the companies the foreign operations are regular activities, and exports annually are a major share to the companies' revenue. (Pk-yritysten toimintaympäristö, 2014).

Of course foreign operations and exports are not important only to Finnish companies, but also to the entire Finnish economy. According to Confederation of Finnish Industries, the value of products and services exports in the year 2013 in Finland was 77.6 billion euros. This represented a share of 40.1 % of the Finnish gross domestic product. (Ulkomaankauppa, 2013).

The Finnish Customs reported that in 2013 the value of large companies' exportation of products reached 46.8 billion euros. Small-and-medium enterprises' value in product exports reached 7.5 billion euros, a one percent rise from 2012. In 2013 the ten biggest companies represented a 33 % share of the total value of products exports. (Tavaroiden ulkomaankauppa yritystyyppittäin 2013, 2014).

Today the potential business opportunities can come from unpredictable countries and regions of the world. Although these opportunities might be lucrative, the company can face a situation where it cannot pursue new business because the well-being of the employees cannot be ensured in the company point-of-view. The Finnish Occupational Safety and Health Act (738/2002) states that employers are required to take care of the safety and health of their employees while at work by taking necessary measures. For this purpose, employers should consider the circumstances related to the work, working conditions and other aspects of the working environment, as well as the employees' personal capacities. Employees are also re-

quired to inform any problems or insufficiencies in the working conditions or methods. (Occupational Safety and Health Act 2002).

The import thing to consider is that companies can generate substantial profits from their foreign operations, if the country or region is deemed secure enough for the company to send its employees there. In fact, by not expanding operations to the foreign market the company may lose potential profits and market share. Company management can also be held accountable if something happens to their employees while they are working abroad or are on business trips. The potential fallout can affect the company's reputation. The success of export companies should become a more interesting issue also for the Finnish general public in near future if the planned "Finnish model" of pay negotiations goes through. In the "Finnish model" the pay raises would be based on the success of export companies. The domestic industry, municipalities and state could raise their pays according to the raises in export sector, but not more.

For the empirical research part of this thesis, there was no existing research to be found on the subject on how Finnish companies specifically organize their foreign operations security or let alone personal security in foreign operations. The topic and the area of research of this thesis is thus quite unexplored. This thesis will, at its own part, fill in the research gap that exists in the Finnish research literature about the subject. However, despite the scarcity of information about the subject, one suitable survey for this thesis was found. This survey is further discussed in chapters 1.3 and 3.9.

1.1 Selection of the study subject and purpose of the thesis

The subject for the thesis rose from my own interest in foreign operations and working abroad, and from my second internship I did in Frontline Responses Finland - a Finnish security consulting company that specializes in foreign operations security. Frontline Responses Finland presented me the general subject of my thesis, which morphed to its current form during the planning and research phase.

I find that foreign operations in companies are a hot topic today, where exciting possibilities are seen, but also a topic that is clouded by thinking the two extremes - it is either too dangerous or nothing can happen to us because we are Finnish.

The purpose of the thesis is to research what are the key concepts in personal security in foreign operations, how Finnish export companies are managing personal security in foreign operations, what are the current issues and trends in foreign operations and are the companies willing to purchase services to train or to protect their employees while they are abroad.

1.2 Research problem, research questions and limitations of the thesis

This thesis researches through literature review and semi-structured interviews how the Finnish export companies organize their personal security in foreign operations. According to Jorma Kananen in his book “Kvali - Kvalitatiivisen tutkimuksen teoria ja käytänteet” (2008, 148) a research problem is the mission of the study, and the research problem can be interpreted by defining research questions for the study. The research problem in this study is to find out what Finnish companies are doing in order to safeguard personal security of its employees in foreign operations.

The research questions for the study derived from the research problem are:

1. What are the current issues and trends in companies regarding personal security in foreign operations?
2. How companies feel about the use of external security services in order to safeguard their foreign operations in the future?
3. What aspects in companies build the personal security in foreign operations?

The limitations of this thesis are the amount of companies that were interviewed in the research phase and the geographical location of those companies. The companies were selected to be contacted for an interview from an Excel-sheet compiled by Kauppalehti, a Finnish commerce-oriented newspaper, titled top 350 export companies. The basis for selection was that the company’s headquarters or safety and security department should be located in Helsinki, Vantaa, Espoo or Kauniainen, so that the interview for the thesis could be held there in person.

With this geographical limitation there were still over 100 companies available. Of the over 100 possible 14 companies agreed to be interviewed. The reason why more companies were not interviewed is because several of the companies refused the interview, the right persons could not be contacted and the summer holiday season was just starting. Expanding the geographical region or organizing an online or email survey would have given this thesis a different look on how Finnish export companies organize personal security in foreign operations.

The second limitation is that even though this thesis is written in English, the focus is in the Finnish companies and Finnish interpretation of the subject concerned. This can be seen for example from the publications that were selected to the literature review. Many books about

security management have been written in English which include chapters for foreign operations security and personal security. However, Finnish authors and different organizations have published a fair amount of information about the subject also.

A Finnish point-of-view is maintained throughout this thesis and thus Finnish publications are used to outline and explain personal security in foreign operations. A research subject for another thesis could be a comparison how the Finnish concepts and methods differ in personal security in foreign operations from those of European or North-American ones.

1.3 Theoretical framework and the structure of the thesis

According to a survey on the safety and security culture of companies, titled “Turvallisuuustutkimus 2014”, conducted by Crnet Oy, Helsingin pelastuskoulu and Tuula Pohjola Consulting Oy (2014), personal security was the corporate security sub-area that received the second most attention of all of the sub-areas. On the other hand, foreign operations security received the least attention (Turvallisuuustutkimus 2014). This survey gave only a rough outline that foreign operations security is not something that the companies are dedicated to. The research is further discussed in chapter 3.9.

Finnish governmental agencies and organizations and both Finnish and foreign authors have produced multiple different publications about organizing foreign operations. In many of these publications the focus is on how to actually organize the foreign work periods, or overseas secondments, leaving the actual personal security abroad into a minor role. One vital guideline for the literature review part of the thesis is the Finnish Occupational Safety and Health Act, which regulates the relationship between a company and the employee in occupational safety questions.

For the structure of the thesis, the nature and the general information about the thesis are presented in the introduction. These include the purpose of the thesis, research questions, limitations of the thesis and the theoretical framework. In the second chapter the basics of empiric research are presented along with the methods used and implemented in this thesis.

A literature review is presented in the third chapter. The literature review includes for example security, safety and security management and internationalisation. Also overseas secondment, corporate security, security in foreign operations and the Occupational Safety and Health Act are reviewed.

In the fourth chapter the data from semi-structured interviews are presented and analysed and the companies interviewed are given a general introduction. Conclusions and the validity

and reliability of the research is assessed and the future research possibilities are presented in the final chapter.

2 Empirical research

According to Sirkka Hirsjärvi, Pirkko Remes and Paula Saijavaara in their book “Tutki ja kirjoita” (2010), the researcher must take into consideration the research questions when selecting a research strategy or methods. (Hirsjärvi, Remes & Saijavaara 2010, 132).

Hirsjärvi et al. describe three traditional research strategies, which are experimental, quantitative and qualitative research. In experimental research, variables are measured on how they affect each other in different circumstances and the research commonly tests hypotheses. In quantitative research, information is in example collected by a survey or a structured interview from a group of people in a standardized form and the data is used to describe or explain phenomena. In qualitative research detailed information is gathered from a single or a group of cases and the objective is usually to describe a certain phenomenon. (Hirsjärvi, Remes & Saijavaara 2010, 134-135).

2.1 Qualitative research

According to Hirsjärvi et al., the purpose of the qualitative research is to picture reality and study the research subject as thoroughly as possible. The researcher and what is known about the researched subject are interlinked together. Achieving a traditionally understood objective point-of-view of the subject is thus impossible. The results of the research are limited to a specific time and place. The goal in qualitative research is more about finding or revealing facts than validating existing hypotheses. (Hirsjärvi, Remes & Saijavaara 2010, 161).

According to Statistics Finland, the researcher must not mix his or her own beliefs or attitudes to the study subject in order to be able to achieve objective point-of-view in qualitative research. The researcher does not have the possibility to produce material for the research, this possibility is only in the hands of the person writing or talking to the researcher. The researcher can participate to these situations, but definition authority he or she does not possess. The researcher strives for interaction with the research subjects and tries to understand the interviewed persons point-of-views and expressions. In the analysis phase the results are organized and interpreted. Analysing and handling of the results are entirely under researcher's authority and responsibility. (Statistics Finland).

Hirsjärvi et al. write about the common characteristics of qualitative research. First of all, qualitative research is comprehensive information gathering done in natural situations. This

means that people are preferred as a source of information. The researcher trusts more in observations and discussions with the research subjects, than information that is gathered in tests or in online surveys. That is why data collection methods where the research subject's own views and opinions are presented are favoured in qualitative research. This goes hand in hand with the fact that in qualitative research, the target group for gathering the information material is carefully selected. (Hirsjärvi, Remes & Saijavaara 2010, 164).

The gathered information is considered as a unique result and it is analysed that way. Inductive analysis is used in this phase with the gathered information and generalizations and conclusions are made, with the intention to reveal unexpected results. In qualitative research the emphasis is on multi-levelled and detailed analysis of the gathered information, not in testing any existing theories or hypotheses. Finally, in the qualitative research, the research plan morphs and it is altered to its final form as the research proceeds. (Hirsjärvi, Remes & Saijavaara 2010, 164).

2.2 Case study research

The chosen research strategy for this thesis is a case study research. Jorma Kananen in his book "Case-tutkimus opinnäytetyönä" (2013) states that the case study research is often perceived as a research strategy of its own, that can use both qualitative and quantitative research methods. The research subject in case study research is a particular case or phenomenon. Information about this phenomenon is gathered by using multiple data collection methods such as semi-structured interviews, literature reviews, observation, reports and so forth. Selection of research subjects to a case study can be called as discretionary sampling, where the subjects are handpicked by the researcher. Case study can also be conducted as a multiple case study. (Kananen 2013, 23, 28, 31).

According to Kananen (2013) "case is a unit that forms the researched phenomenon". Possible cases can be for example a person, company, school, neighbourhood or a course. (Kananen 2013, 75). In this thesis each interviewed company is regarded as its own case. The individual case is researched and analysed as its own entity. When all the cases are analysed they are combined to create conclusions for this thesis.

The reason for choosing case study research strategy for this thesis, is that only little pre-existing research was found about personal security in foreign operations in Finnish companies. The purpose of this research was thus not to test any existing hypotheses, but rather through literature reviews and semi-structured interviews illustrate how Finnish companies have managed personal security in foreign operations, and what were the current issues in the summer in 2014. Case study research, with its qualitative attributes, also creates a more

personal interaction between the researcher and the research subject, a trait that I believe was important in order to conduct a research when only a little research had been done about the subject.

2.3 Data collection method - semi-structured interview

According to Kananen (2013), case study research uses several data collection methods to answer its research question. Kananen compares case study research to a puzzle where the use of different methods offers different pieces of information. The used data collection methods are literature, semi-structured interviews, surveys and observation. According to Kananen, the use of data collection methods in case study research are challenging to the researcher because of the required use and management of several methods. This also applies to the used analysis methods. Each method requires its own type of analysis. (Kananen 2013, 77-79).

Kananen continues that the data collection methods are selected so that they can react with the best possible manner to the research question. The reason why different methods are used is that they validate each other's information. The problem with the use of different methods are the possible contradictory information that they generate. (Kananen 2013, 80).

The used data collection method for this thesis was a semi-structured interview done in person. Hirsjärvi et al. write that plain interviews as a data collection method is often chosen for the following reasons. First of all, selecting interviews as the method of research gives the person interviewed the possibility to become an active participant. This means that the interviewed person can freely express his or her feelings about the subject, and share meaningful points to the researcher. Interview is also a favoured data collection method when there is little to none prior research done about the research subject, the research subject produces multilateral results, the researcher wants to clarify the results he or she gets from the persons interviewed and ask further information if necessary. (Hirsjärvi, Remes & Saijavaara 2010, 205-206.)

As an example of giving the interviewees active role during the interviews for this thesis, is the question "Does the company have operations in risk areas or countries?" This question was asked so that the parameters for a risk area or country were not defined by the interviewer. Defining area or country as being a risky one is a subjective process. According to Felix Redmill (2002) it is often thought that analysing a risk is objective process, however throughout the process personal judgement is required with all of the human bias involved. Redmill argues that results of a risk analysis by one person is unlikely identically obtained by others that conduct it with the same information. (Redmill 2002). On the interviews, the

companies were then given the possibility to tell whether or not, in their point-of-view, they operate in risk areas or countries.

Interviews are also favoured when the research subject is dealing with sensitive topics. This has also generated some controversy, as the research done in surveys gives the person anonymity, which according to some studies can be beneficial for the reliability of the results. (Hirsjärvi, Remes & Saijavaara 2010, 205-206.)

Authors Sirkka Hirsjärvi and Helena Hurme state in their book “Tutkimushaastattelu” (2001) that the semi-structured interview, *teemahaastattelu* in Finnish, has the advantage that it does not force the interview situation to be exclusively either qualitative or quantitative, but can have elements of both. The interview has certain themes that move the interview forward. This opens the interview from the researcher’s point-of-view and allows the interviewees to make their opinions heard, and the interpretations of the interviewees are taken into account. Hirsjärvi and Hurme point out that not a single definition of the semi-structured interview is in place, meaning that in some semi-structured interviews researchers can change the order of the questions, or the interview might have closed questions and open questions. However, the common factor to all types of semi-structured interviews is that some part of the interview has a predetermined form. (Hirsjärvi & Hurme 2001, 47-48).

In KvaliMOTV, the web resource of research methods, authors Anita Saaranen-Kauppinen and Anna Puusniekka view that semi-structured interview proceeds in a manner that all interviewed persons are asked the same, or almost the same questions in the same order. Semi-structured interviews excel in situations where exact information needs to be collected. Therefore, it is not necessary to give interviewees too much control in the interview. (Saaranen-Kauppinen & Puusniekka 2006).

Saaranen-Kauppinen and Puusniekka claim that interviews researchers conduct in their first thesis might be similar to semi-structured interviews. The themes are present in the interview, but also closed questions are presented to the interviewed person. In the terms of formality, the semi-structured interview places itself between the structured interview and the theme-centred interview. The semi-structured interview can however be regarded as a theme-centred interview, if precise questions on certain themes are presented, although these questions can differ from interviewee to the next. (Saaranen-Kauppinen & Puusniekka 2006).

Statistics Finland argues that most of the questions are structured but some questions are open in a semi-structured interview. Semi-structured interviews give both parties flexibility

and might reveal new matters and perspectives, which were not necessarily fully pictured while planning the research. (Statistics Finland).

2.4 Current knowledge - literature review

Kananen (2013) states that the thesis process always starts with getting familiar with the literature about the subject. Literature is needed to understand the researched phenomena, to offer working methods for different phases of the thesis, and to provide information so that the research question can be solved. The literature used composes of theories, models, researches and reports. Kananen adds that the researcher's work and the research question must be clearly linked with the chosen literature. (Kananen 2013, 81).

According to Hirsjärvi et al., the purpose of the literature review is to present to the reader how and in what perspectives the subject has been researched earlier. The reader can evaluate the validity of the used literature by checking the references section, and how the researcher has created new information from them. In the conclusions chapter, the researcher evaluates how his or her research has created new or changed information about the subject. (Hirsjärvi, Remes & Saijavaara 2010, 121).

3 Literature review

In this chapter the key concepts of thesis are presented, defined and more deeply analysed using literature references. The definitions are made using material that is from Finnish authors and organizations, in order to achieve a Finnish point-of-view to the subject.

3.1 Security and safety

According to "Kokonaisturvallisuuden sanasto", a dictionary by Finnish National Rescue Association, the Finnish word *turvallisuus* means a state where threats and risks are controllable. Threat is described as a harmful event or chain of events that might happen. Risk is determined in the publication as the outcome of different negative incidents probability and impact. (Suomen Pelastusalan Keskusjärjestö 2014).

In the Finnish language words security and safety are combined to a single word *turvallisuus*. The English words safety and security mean different aspects or points of views for protecting assets. According to Finnish National Rescue Association the word security stands for protection against man-made threats that are done purposefully, examples of these are criminal acts and violence. The word safety on the other hand stands for protection against threats

that are not planned or deliberate acts, examples being accidents, human mistakes or machine malfunctions. (Suomen Pelastusalan Keskusjärjestö 2014).

In the following figure (figure 1) the different points-of-view of safety, security and information security are presented according to authors Mika Naumanen and Veikko Rouhiainen.

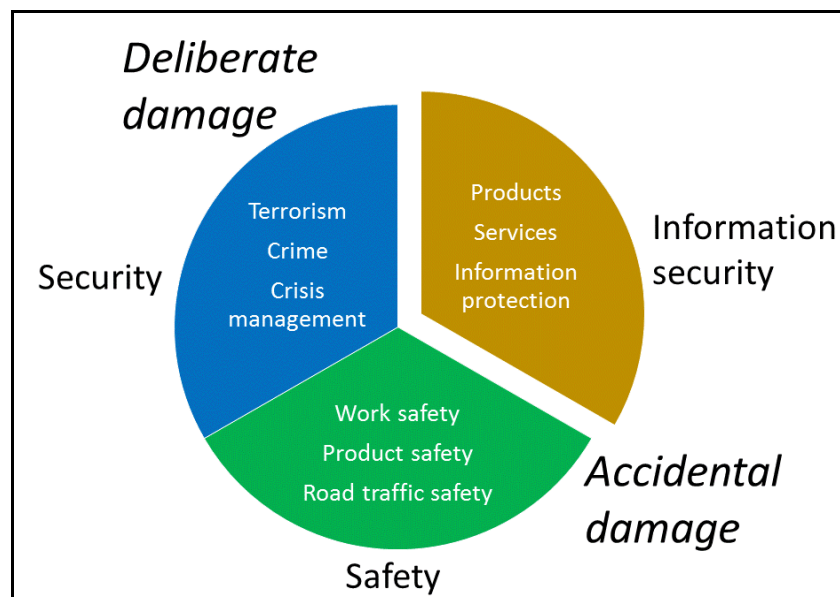


Figure 1: Safety and security relations (Naumanen, Rouhiainen 2006).

Naumanen and Rouhiainen state in their publication “Security-tutkimuksen roadmap” (2006) that information security creates an exception between the concept of safety and the concept of security, as it focuses on both accidents and deliberate acts. (Naumanen, Rouhiainen 2006).

3.2 Corporate security, and safety and security management

Developing safety and security in a company is a constant process. According to Confederation of Finnish Industries webpage, the goal in corporate security is assuring safety and security in all of the company’s activities and operations. Recognizing threats and analysing them are essential tasks in organizing and managing corporate security. One of the tools used in corporate security are safety and security analyses, which recognize threats, evaluate their impact and plan for them. In order to maintain up to date preparedness the company must constantly monitor the probabilities and the change of nature of different risks. (Yritysturvalisuus 2015).

In the following figure (Figure 2) different corporate security sub-areas according to Confederation of Finnish Industries are presented. The protected assets are placed in the centre of the circle.

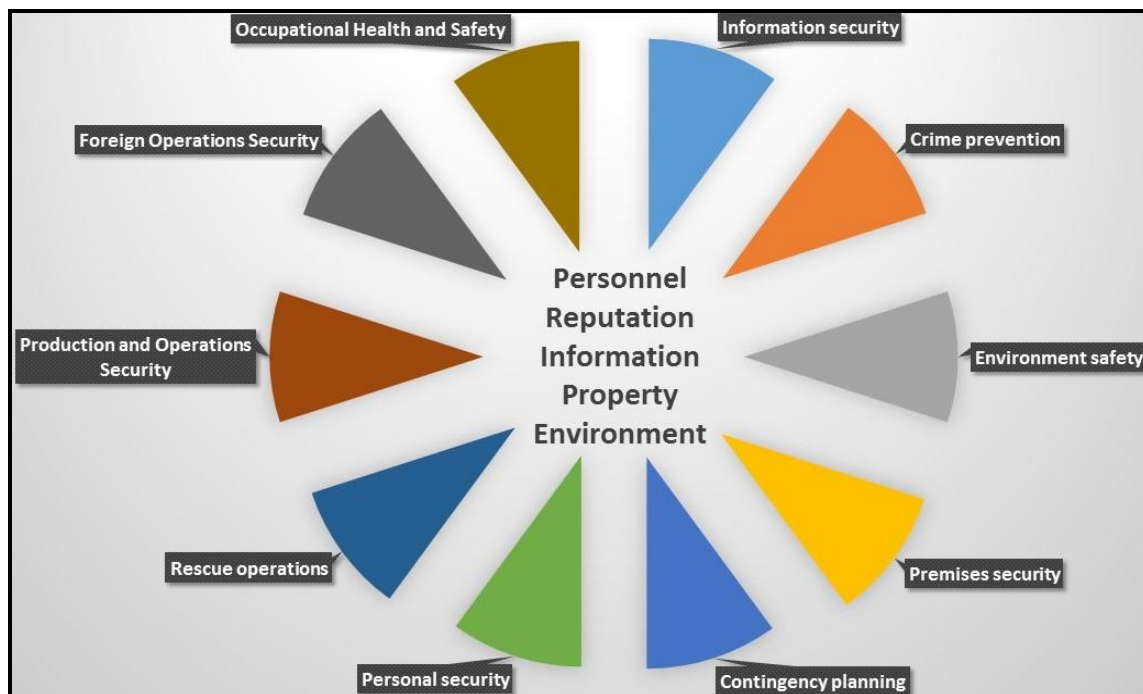


Figure 2: The sub-areas of corporate security (Yritysturvallisuus 2015).

According to Juha Leppänen, in his book “Yritysturvallisuus käytännössä” (2006), only the actions that aim to complete company objectives are relevant. Companies have processes that always have a producer and a customer, who receives the product or service made in the process. These are not always the end-customers, but customers within the organization that need the product or service in order to execute their process. For example, customers of the IT-department can be the whole organization of the company. The objective of company processes is to maximise profits while minimizing costs. When managing the safety and security of a company these processes are vital. The aim for safety and security management is that no internal or external risk can harm these processes’ objective. (Leppänen 2006, 24).

According to Juha-Matti Heljaste, Jari Korkiamäki, Heljo Laukkala, Juho Mustonen, Jere Peltonen and Panu Vesterinen in book “Yrityksen turvallisuusopas” (2008), enhancing the safety and security in a company is equivalent to enhancing any other aspects or operations in the company. A thorough assessment of areas that need to be developed is made and the results are analysed. Development of safety and security must be made purposefully, taking in mind the protected assets and the threats that might take place. (Heljaste, Korkiamäki, Laukkala, Mustonen, Peltonen, Vesterinen 2008, 11).

Heljaste et al. state that a company needs its own unique plan to develop safety and security. Many good practices can be studied or copied but company still has the responsibility for maintaining its own safety and security. The execution of safety and security activities can be bought, usual example being security guarding, but the planning should be held to at least some degree in company's hands. In many cases the safety and security is in the hands of company employees when they are doing their everyday work, thus making them a valuable participant to the creation of safety and security. (Heljaste, Korkiamäki, Laukkala, Mustonen, Peltonen, Vesterinen 2008, 11-12).

Heljaste et al. continue that when wishing to develop safety and security in the long run, a security policy approved and signed by top management should be done. The policy should include the facts on how the company manages and develops its safety and security, and how the responsibilities in safety and security are divided in the company, starting from the top management and ending to the employee. Participation of top management to safety and security work is vital, because it also creates a more pro-active approach to safety and security issues in the whole company. If the top management's attitude is indifferent, the safety and security work is in danger to retrogress. (Heljaste, Korkiamäki, Laukkala, Mustonen, Peltonen, Vesterinen 2008, 12).

The Finnish Occupational Safety and Health Administration has produced the following figure (Figure 3) to summarize the critical factors of safety and security management. The figure contains many of the same elements that were presented earlier in this chapter by Confederation of Finnish Industries, Leppänen and Heljaste et al.

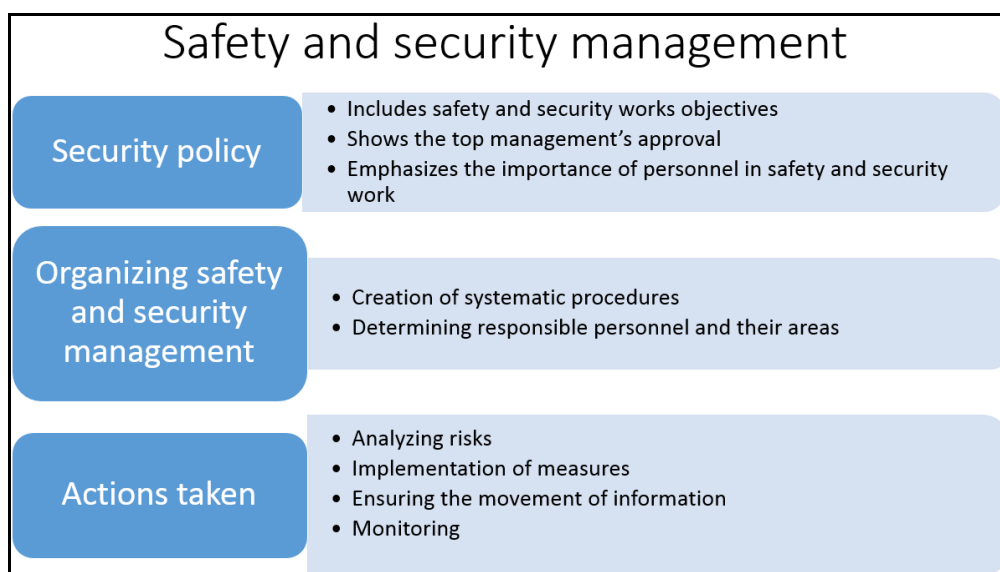


Figure 3: Safety and security management (Turvallisuusjohtaminen 2014).

The main points according to Occupational Safety and Health Administration are creation of security policy, organizing appropriate procedures and responsible personnel; and taking action.

3.3 Personal security

Confederation of Finnish Industries associates personal security with the following themes:

- protecting the employees from crimes and accidents
- protecting the business by preventing malicious people infiltrating the company,
- protecting key personnel and
- securing the critical personal resources for the business. (Henkilöturvallisuus 2015).

The main content for personal security according to Confederation of Finnish Industries are for example:

- customer safety and security
- safety and security of the company personnel
- substitute arrangements
- travel security. (Henkilöturvallisuus 2015).

Leppänen (2006) condenses personal security as ensuring the safety and security of people, adding that it also protects activities of the company. Leppänen comments that customer and visitor security are the most prominent part of security activity, and it effectively reflects the operational culture of the company to the visitors. The optimization of security arrangements is an issue that needs to be addressed. Oversizing security makes the company appear a strict and hierarchical organization, while undersized security arrangements creates an image of a lax and poorly managed organization. (Leppänen 2006, 204-205).

Although personal security is presented to involve the protection of the entire staff, the Confederation of Finnish Industries document and Mr. Leppänen make a case to promote the protection of key personnel. As it was mentioned earlier, not all aspects of personal security are there to protect the personnel. They are also there to protect the company in incidents where employee absence might do the company harm.

According to Leppänen (2006), key personnel are an employee group whose attributes, either their skills or intellectual capabilities, are a vital asset to the company. Because of these attributes the key person or personnel cannot be replaced quickly. Recognizing key personnel of a company starts from going through the different business activities and processes in the

company, and reviewing what personnel resources they need to fully function. If a single person is solemnly responsible that a process runs accordingly, he or she is key person for that process. (Leppänen 2006, 206-207).

After the key personnel are identified, risks associated with their absence are analysed. These risks can be dealt by either recognizing employee or employees from the company that have the means to take responsibility of the key person's position, or by hiring personnel from outside of the company. Training employees and organizing substitute personnel are tools that are used to manage personnel risks. (Leppänen 2006, 207).

On the matter of substitute personnel, Leppänen (2006) states that their mission is to ensure that the company can function without any disturbances. Substitutes can be designated from inside of the organization, as long as it is made sure that employees are sharing their skills and knowledge in everyday work before the actual need for substitute erupts. Absence of one key personnel does not necessarily evolve into a crisis, but it adds the work load, and it cannot be forgotten that the original job of the substitute personnel needs also to be done. (Leppänen 2006, 207).

Leppänen states that the best way to visualize the need for substitute arrangements is to take a process under examination in the company. From this process, certain personnel are taken away to see what substitute arrangements are needed, and how those arrangements play out. A crisis erupts when critical process is halted because of key personnel absence, whatever the reason to absence might be. Substitute arrangements, personnel agreements with customers or joint ventures are the means to tackle this disruption in personal security. Staff leasing companies are also a valid option. Planning of these personnel arrangements is an integral part of personal security, default situation being that everyone should be replaceable and the means to replace the person are available. (Leppänen 2006, 207-208).

3.4 Travel security

Confederation of Finnish Industries and Leppänen both associate travel security as being part of personal security, but as it is a very key topic in this thesis - it will be presented in its own chapter.

According to Leppänen (2006) travel security means the safety and security of an employee during work trips, may they be domestic or abroad work trips. Employer holds the responsibility to give guidance to the employee in matters of travel security. Work trip can be divided to three different phases: preparation, travelling and activities in destination. (Leppänen 2006, 210).

The preparation phase involves planning the trip and making sure that all the needed elements are acquired. In this phase the flights and other means of transport are reserved for the traveller. Also accommodation for the trip is booked. The important certificates for the trip such as passports, visas and insurances are applied, or checked that they are valid for the duration of the trip. The traveller should also share the critical information of the trip with the employer and his or her family. This means for example information about the itinerary, hotels, copies of tickets and passports, insurance information and means of contacting the traveller. (Leppänen 2006, 210).

In the travelling phase the issues are raised with different risks associated with different travel methods. Travel by car puts the traveller to risk getting into automobile accident, the car might breakdown or the traveller might be robbed. Travelling by train, ship or aircraft the traveller is in danger to become robbed or be in part of accident, but also the traveller can purposefully or by accident be part of smuggling crime. (Leppänen 2006, 210).

In activities in the destination phase the traveller must take into consideration the special characteristics of the destination country or area of that country. One of these characteristics is the safety and security of the selected accommodation. For example, fire safety and crime security even in hotels might not be that of same quality as in Finland. (Leppänen 2006, 210).

Dangerous situations might arise quickly in the country or the travelled area during for example elections, political rallies, or clashes between different ethnic groups. The traveller must also realize the possible interests that business partners or malicious parties might have towards him or her. Traveller's phones and email accounts can be monitored, and the local intelligence agencies can monitor the traveller constantly in order to gain some information that can be beneficial to the travelled country's national interests. (Leppänen 2006, 211).

The traveller also should be aware of the business contacts he or she will meet in the country. Backgrounds and business practices of the business contacts should be examined beforehand - if it is possible. The meetings between the traveller and business contacts might be videotaped or otherwise recorded without the consent of the traveller. All in all, the traveller should bear in mind that avoiding excessive alcohol use, courteous behaviour and understanding of local culture have a significant impact to the traveller's security. (Leppänen 2006, 211).

The Finnish Ministry for Foreign Affairs advises travellers to conduct three things before the start of the travel. The first thing is familiarising oneself to the travel notice of the destination country. Travel notices are the ministry's information packages about travel security in different countries of the world. The ministry publishes them about nearly 200 countries in

the world. Travel notices are published from countries where Finnish representation is present or reliable information from other countries representatives can be acquired. (Matkustustiedotteet 2015).

Travel notices give information about the country's political situation, crime and dangerous regions of the country, traffic safety and cultural differences. The notices rarely include recommendations or bans to a country or region, these are however given when it is necessary based on the information and consideration of Finland and other EU countries operating in the country or nearby region. The notices are in place mainly to give information to travellers on how they want to conduct their trips. The notices are openly accessible in Ministry for Foreign Affairs website. (Matkustustiedotteet 2015).

The second activity that the Ministry for Foreign Affairs advises to do, is to make a travel notification. Travel notification is filled whenever person is travelling abroad and especially when traveling or moving to high risk countries or areas. In travel notification the person gives the ministry his or her personal information, other information regarding the trip; such as the itinerary and contact information during the trip. This information is used only in emergency or crisis situations that might happen during the trip in order to contact the traveller. Finnish embassies and consulates work to help Finnish travellers or foreigners who permanently reside in Finland during emergency situations abroad. Making a travel notification is voluntary and the information is only used in situations where the authorities feel that it is necessary. (Matkustusilmoitus 2015).

The final thing the Ministry raises up is the travel insurance. Ministry encourages always to take a private insurance for the trip, its extensiveness should be checked if the traveller wishes to participate in special activities such as scuba-diving. If the traveller falls ill, he or she should contact the insurance company, who can give instructions and ultimately organize the evacuation back to Finland. The Finnish representation in country can also assist, but other EU countries representations also assist if Finnish representation is not available. The Ministry of Foreign affairs also reminds that the European Health Insurance Card, which is used in the EU region, does not cover special health care or evacuation costs. (Matkavakuutus 2015).

3.5 Security of foreign operations

Confederation of Finnish Industries associates security of foreign operations with the following themes:

- securing the employees safety and security while they are abroad without any domestic services
- mitigating the risks of the travelled country. (Ulkomaantoimintojen turvallisuus 2015).

Author Juha E. Miettinen in his book “Yritysturvallisuuden käsikirja” (2002) states that security of foreign operations is basically the same thing as normal safety and security management activities in domestic environment. The main objective in security of foreign operations is to ensure that the company can conduct its foreign operations without any safety or security issues. In order to achieve this Miettinen says that companies must understand the special nature of risks associated in foreign operations. (Miettinen 2002, 237).

The Finnish Centre for Occupational Safety reports in its publication “Turvallisesti työmatkalla ulkomailla” (2009) that conducting operations abroad safely and securely require additional efforts compared to domestic operations. The ways of conduct and culture may differ greatly from what is considered a norm in domestic environment. A particular attention is required to manage the possible risk factors caused by local legislation and cultural aspects. Company might require external consultation to fully prepare itself to risks in the destination country or region. The Centre for Occupational Safety’s publication continues that the basis for safety and security management in a foreign country is the company’s safety and security policy, risk analysis of the destination and the regional unit instructions, which are based to this analysis. (Turvallisesti työmatkalla ulkomailla 2009).

When it comes to the employees and their families who are sent abroad, Miettinen (2002) states that sufficient information about the security environment of the country should be provided. The possible topics could be the country’s or region’s security of political environment, the special cultural aspects of the country and daily key security routines. Miettinen also encourages to the creation and use of information packages about the security issues, so that travellers themselves can become familiar with it. (Miettinen 2002, 240).

As the company plans to be in a certain country for longer periods of time, Miettinen (2002) presents that one employee should be named as the local safety and security coordinator. Preferred person should have experience of working on safety and security issues or at least the interest towards them. According to Miettinen, the tasks of safety and security coordinator are to keep in contact with other safety and security personnel in the company, monitor the security situation in the country, reporting about safety and security issues in the workplace and country to the company’s management, organizing safety and security trainings and keeping in touch with the security officials of the country. (Miettinen 2002, 240).

3.6 Internationalisation

As previously presented in the introduction chapter by Toivo S. Äijö, all reasons for internationalisation of companies come down one single reason - to secure company's growth and profit. Äijö argues that the common reason for a Finnish company to internationalise its operations is that the Finnish domestic market is considered too small, whereas international markets are seen with a good potential. The company can stabilise the possible seasonal demand in the Finnish market by internationalisation, or sometimes the product the company has innovated is not applicable to the Finnish market, but rather to a third world country's market. (Äijö 2001, 15).

According to Äijö, the companies while reaching to achieve several advantages by internationalisation, have a set of challenges in their hands. The challenges stem from normal business activities such as company culture, language skills, international experience and personnel resources. Äijö presents that tackling these challenges demand that the company's operations and planning must be of international level. (Äijö 2001, 15).

For the small-and-medium enterprises' point-of-view, authors Eija Kupi, Jaana Keränen and Marinka Lanne present in their publication "Riskienhallinta osana pk-yritysten strategista johtamista" (2009) that small-and-medium enterprises' life cycle starts from starting of the business, moving from development phase and contacting phase to regular activities. The following activities could be internationalisation, productisation or changing of the owner of the company. (Kupi, Keränen, Lanne 2009). These phases are presented in the following figure (Figure 4).

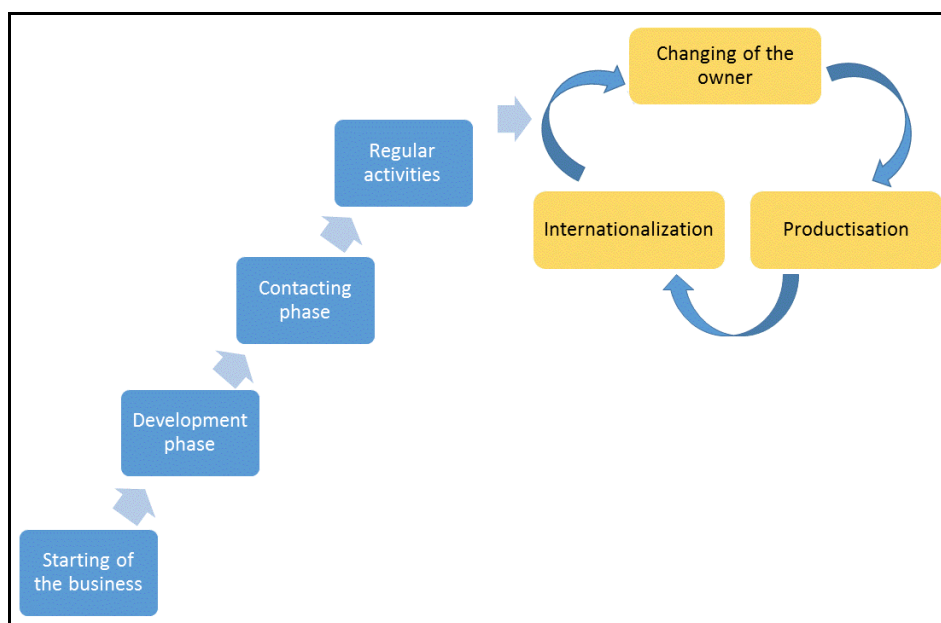


Figure 4: Possible lifecycle of a small-and-medium company (Kupi, Keränen, Lanne 2009).

Kupi et al. argue that internationalisation is one of the most vital transitions that a small-and-medium enterprise might face in its life cycle. When company operates abroad the working culture can change to an entirely new one, and it is imperative to learn the common characteristics of the new working culture in order for the company to prepare itself to new challenges. Kupi et al. find it equally important to divide responsibilities with written agreements. When the company's own activities are fluent and efficient, internationalisation of the company moves forward more smoothly. (Kupi, Keränen, Lanne 2009).

According to Kupi et al., the internationalisation of a company was seen as a very challenging act to handle successfully in their research. They add that many interviewees had thought that internationalisation of a company requires outside expert support. As an example Kupi et al. mention the need for knowledge about legislation in the country and the knowledge about the signed agreements. Furthermore, because of the new forms of cooperation the interface between the subscriber and the supplier can change, thus creating new risks that have to be taken into account in the company's operations. (Kupi, Keränen, Lanne 2009).

3.7 Overseas secondment and work trips

According to Kirsti Hellsten in her book *Ulkomaantyö* (2009), overseas secondment can be defined in several ways, the common being that in overseas secondment, employers send employees abroad to work for a defined time for compensation. The time period can span from a single project work to several years working and living in abroad. Hellsten divides overseas secondment in three categories: extended work trip, short term secondment and overseas secondment. Extended work trip being between weeks to several months, short term secondment being around six months, overseas secondment between one and three years. (Hellsten 2009, 17-18, 25.)

Hellsten also defines one other category: alternative secondment. According to Hellsten, alternative secondments are used when the company does not have the resources or need to arrange longer secondments. The reasons can be also related to the employee, if he or she or the family of the employee do not want to move to another country for a longer secondment. Security issues can also be a concern to the company, which does not want to keep their employees in an unstable country or region for extended periods of time. Longer secondments can thus be replaced with ordinary overseas work trips. (Hellsten 2009, 27).

The reasons why overseas secondments are arranged can be divided into two categories according to Hellsten: the reasons from the employer and the reasons from the employee. The employer arranges overseas secondments when the required skillset does not exist in that country. For example, the company may have bought another company and personnel might

be sent abroad to make sure that the integration is done properly. In some companies' overseas secondments are a natural part of the career plan for some of the employees. (Hellsten 2009, 18-19.)

An existing overseas secondment program can also be a lucrative recruitment tool when recruiting new personnel. Hellsten writes that especially young professionals are interested in doing overseas secondments, and working abroad is a great advantage in a CV. Hellsten argues that overseas secondments give the employees tools to work in demanding, multicultural environments, and enhances the employee's abilities in independent work and in problem solving. In many companies the overseas secondments are considered a vital asset when considering to appoint personnel to a more challenging position in the company. (Hellsten 2009, 19.)

According to Hellsten, the employee wishes to receive new experiences from the overseas secondment. It is important to the employee that the work abroad is meaningful and challenging enough. Apart from this many other personal factors play a vital role for the employee. Role of the family is important to decide in the longer overseas secondments, whether the family comes with the employee or stays in Finland. Also the compensation paid from the work or the fear of negative affects to the career path are, according to Hellsten, another reason why the employees ponder whether or not they should participate in overseas secondments. Hellsten adds that by its best, overseas secondments familiarises employees to new cultures, enhances language skills and gives tools to operate in foreign environments. (Hellsten 2009, 19-20.)

3.8 The Occupational Safety and Health Act

The Occupational Safety and Health Act sets in the need for safety and security management in Finnish workplaces. The Act's first chapter's first section states the objectives of the Act as follows:

"The objectives of this Act are to improve the working environment and working conditions in order to ensure and maintain the working capacity of employees as well as to prevent occupational accidents and diseases and eliminate other hazards from work and the working environment to the physical and mental health, hereinafter referred to as health, of employees." (Occupational Safety and Health Act 2002).

According to Centre for Occupational Safety publication about the Act, the integral part consists of the employer's general responsibilities. The employer is responsible for the employee's health and security, and must conduct sufficient actions to ensure this. The Act creates a

layout for safety and security management, where the employer follows a code of conduct to ensure that the employees can execute their work in safe and secure manner. (Centre for Occupational Safety 2002).

The publication of the Centre for Occupational Safety points out that the central element in safety and security management is the analysis of risks to health and to safety, and security of the employees mentioned in section 10 of the Act. The employer must remove the risks when possible and re-evaluate and decide what actions should be taken for the risks that cannot be removed. The analysis of risks to health and to safety and security of the employees must be in possession of the company. Company needs to be able to present the analysis to officials if needed, so that it is evident that the analysis is done according to the Act. If the employer does not possess know-how to conduct the analysis, Occupational Health Care or other expert support should be used to create the analysis. (Centre for Occupational Safety 2002).

The publication of the Centre for Occupational Safety presents two further sections. According to section 13, the work needs to be planned by taking in notion employee's physical and mental capacities compared to the work's stress factors. This enables to limit the harm to the employee's health, and safety and security. Section 14 defines that the employer must give the employee sufficient information about the risks to health, and to safety and security, taking in notion the employee's experience and skills. (Centre for Occupational Safety 2002).

As for the responsibilities of the employee, the publication starts with that employee must follow employer's rules and instructions about safety and security, and be cautious in their work. Also employees must keep other employees safe by taking in note their means, skills and experience. The employee also has to inform the employer about risks to health and safety and security in his or her work, and if possible, to try to remove these risks. Employees also must keep the designated safety or protection device on at all times, but if the work cannot be done with the device on, it must be put on again as soon as possible. Furthermore, the employee has the right to refuse from working if it causes dangers to his or her life or health. (Centre for Occupational Safety 2002).

3.9 A survey on the safety and security culture of companies

Between January and February 2014, CRnet Oy, Helsingin Pelastuskoulu and Tuula Pohjola Consulting Oy conducted an online survey titled "Turvallisuustutkimus 2014" about safety and security culture of companies in Finland. The link to the survey was emailed to 6770 persons. Also the Graafinen teollisuus ry, Finnish graphical industry association and Suomen kuljetus ja logistiikka ry, Finnish logistical industry association sent the survey to its members. The sur-

vey was answered by 361 times before its deadline. (Turvallisuuustutkimus 2014). The division of companies that responded to the survey by their size and industry is presented in the following figure (Figure 5).

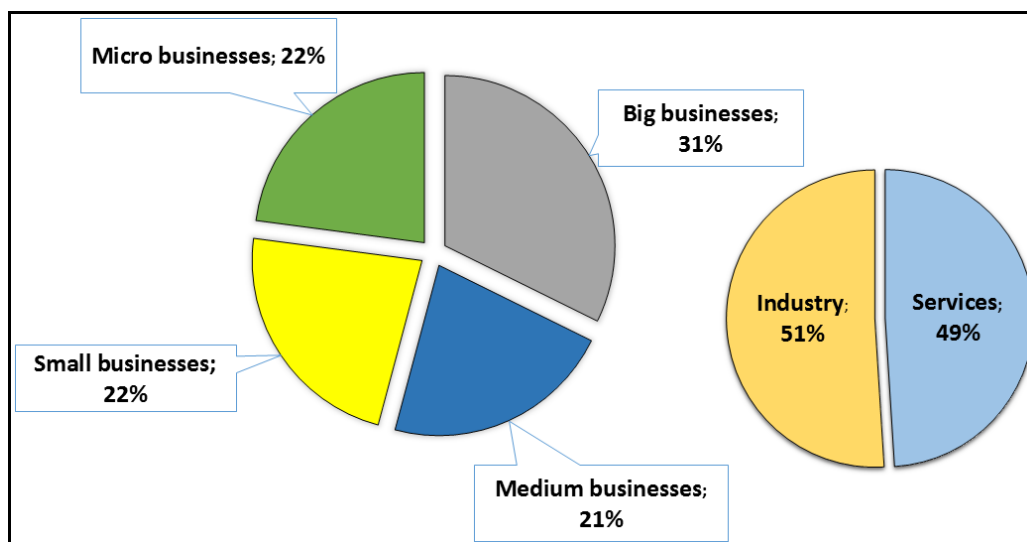


Figure 5: Companies size and industry to services ratio (Turvallisuuustutkimus 2014).

According to the survey, many different industries participated to the research, including for example: energy industries, forest and metal industries, ICT, hospitality industries and other different service industries. (Turvallisuuustutkimus 2014). The following two aspects of the survey were interesting in the point-of-view of this thesis and they are presented in the following figures (Figures 6 and 7). According to the survey, risk analysis was done in the surveyed companies in the following manner (Figure 6).

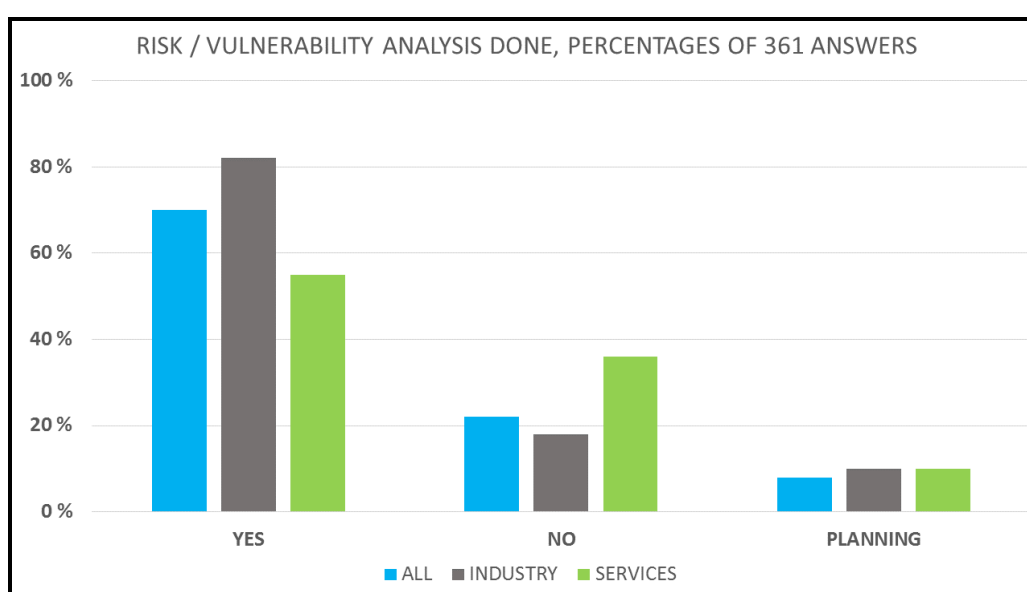


Figure 6: Risk / vulnerability analysis done in the company (Turvallisuuustutkimus 2014).

According to the survey, roughly 70 % of all of the companies had done either risk or vulnerability analysis. A little under 10 % was planning to conduct either of those.

The other interesting aspect was the received attention of different corporate security sub-areas the surveyed companies answered (figure 7).

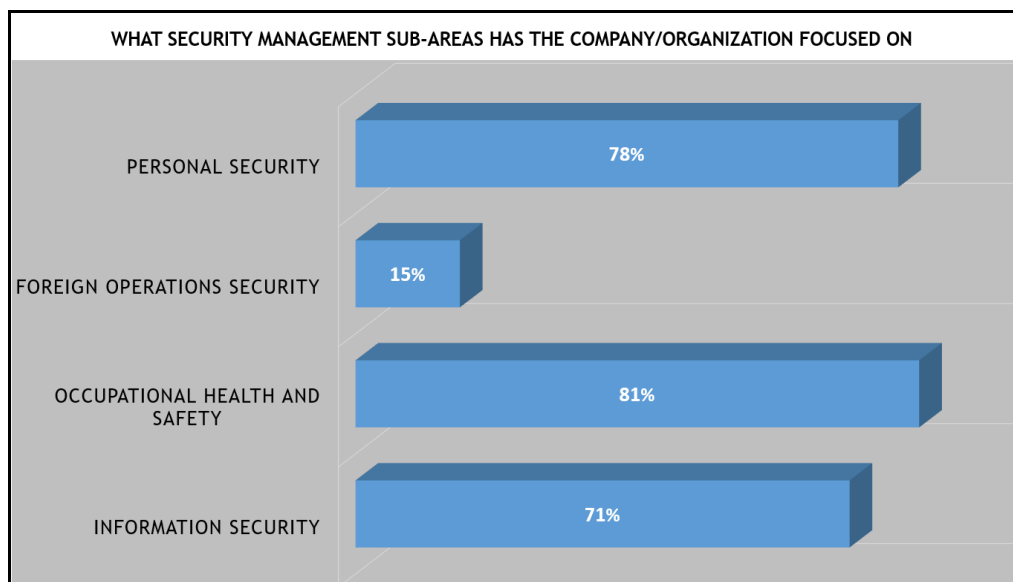


Figure 7: Security management sub-areas that companies/organizations have paid attention to (Turvallisustutkimus 2014).

In the survey the foreign operations security received the least amount of attention among all of the corporate security sub-areas presented in chapter 3.2 (Figure 2). According to “Turvallisustutkimus 2014” and the results of this thesis, presented in chapter 4.4.1 (Figure 8 and 9), there is a gap between the amount of companies that make plans for their security in foreign operations compared to the steady 70 % that have processes in place for domestic environment.

For the “Turvallisustutkimus 2014” -survey, this gap can be partly explained by the fact that many companies that replied to the “Turvallisustutkimus 2014” -survey do not necessarily have any foreign operations in place. Unfortunately, in the “Turvallisustutkimus 2014” material that is freely available, there is not any mention about how many of the surveyed companies had existing foreign operations.

4 Semi-structured interviews of the company representatives

In this chapter a general introduction of the interviewed companies is provided. Structure of the interviews are also discussed and analysis process is presented. The results of the interviews are also presented according to the themes set for the interviews.

4.1 Introduction of the companies

Representatives of 14 companies agreed to be interviewed for this thesis. All of the companies were promised that the names of the interviewees and the names of the companies would not be published in this thesis due to possibly sensitive material it might reveal about them. This was also done in the hope that more companies would agree to be interviewed for this thesis in the contacting phase.

The interviewed companies generally varied greatly. Thirteen of the companies operate in the area of exporting products, only one company exports services. The smallest of the companies employs just under 10 persons, while the biggest employs over 30 000 people. Annual revenue varies from 2 million euros to over 5 billion euros. Seven of the companies can be categorised as small-and-medium enterprises according to their revenue. Revenue of a small-and-medium enterprises is not more than 50 million euros a year, according to Statistics Finland (PK-yritys 2015).

All headquarters of the companies interviewed are located in the Capital region, meaning Helsinki, Espoo, Vantaa or Kauniainen. The titles of the persons interviewed were for example chief-executive-officer, corporate security director, safety manager, occupational health and safety manager, HR director, HR manager and sourcing category manager.

The interviews were arranged by emailing and calling to companies that had their headquarters or safety and security department in the Capital region. In the process of contacting the companies, the research subject was thoroughly presented to the companies. This was done so that the relevant people who manage safety and security, foreign operations or business travels, could be interviewed. All of the interviews were held at the interviewed company's facility. The contacting process and the interviews were made during the summer of 2014.

4.2 Structure of the interview

The interview was conducted around three themes that were based on the research questions. The research questions were:

1. What are the current issues and trends in companies regarding personal security in foreign operations?
2. How companies feel about the use of external security services in order to safeguard their foreign operations in the future?
3. What aspects in companies build the personal security in foreign operations?

The created themes based on these research questions were:

- How companies manage personal security in foreign operations
- The current issues and trends regarding personal security in foreign operations
- Are companies interested in outside services and what they should offer

A total of 19 pre-determined questions were initially thought for the semi-structured interview. The majority of the selected interview questions had an outline from Frontline Responses Finland's market research material that was made available to the author. The questions from the market research material were modified, condensed and merged in order to make them suitable for the themes of the interviews and for a thesis. A number of new questions were added by the author to complete the interviews' themes. The themes and the questions in them were tested so that they would reveal enough and right kind of information about the interviewed companies. Testing was done before the start of the interviews by filling the interview form with made-up answers. The objective was to estimate whether the asked questions would gather enough information about the different interview themes, so that analysis and valid conclusions could be made about them. The questions were also presented to the monitoring teacher during thesis guidance in order to validate their quality.

Seven of the questions were closed questions with a yes or no for an answer. The purpose of the closed questions was to collect general information about the companies' existing security management processes, and to clarify whether the companies had to stand down from any foreign operations due to security concerns.

Twelve of the questions were open questions, with two follow-up questions to a one open question. The open questions deal with the issues on how the foreign operations security aspect is taken into account in management, how the company recognizes risks in foreign operations, does the company operate in risk countries, what have been the challenges and is the company interested in receiving help to protect its security in foreign operations.

During the process of interviewing company representatives some of the questions were dropped out or altered. As an example, a question about the percentage of lost revenue due to retraction from foreign operations or inhibited start of foreign operations due to security reasons was dropped out because company representatives could not thoroughly answer to

that. Furthermore, after a few interviews it was clear that some of the companies had similar attitudes or used similar means in their work. Because of the openness of semi-structured interviews this information was used in the future interviews to ask company representatives what was their stance to this issue if they had not addressed that specific issue at the end of the relevant theme of the interview. An example of this was the use of Finnish Foreign Ministry's website for planning personal security in foreign operations.

4.3 Analysis of the interviews

The analysis of the interviews started by creating the graphs based on the closed questions. The next step was assembling the interviews so that the information received from companies were easily comparable to the themes of the interviews. This included making the transcriptions from recorded audio materials. According to Saaranen-Kauppinen and Puusniekka, transcription is the representation of collected information systematically into a written form. Transcriptions are used for material that is audio recorded or that is written by the interviewees. (Saaranen-Kauppinen & Puusniekka 2006). Audio recordings were used when it was allowed by the interviewee.

4.4 Results of the interviews

The results of these semi-structured interviews are presented in the following three sub-chapters. Results are introduced according to themes that were used in conducting the interviews. Results include supporting graphs that were created according to answers that were received from the interviewees. The open questions of the themes are presented in **bolded sentences** and citations from interviewees are *in italics* and in quotation marks.

4.4.1 How companies manage personal security in foreign operations

This theme was opened up by asking the interviewees two closed questions. Questions were asked to find whether or not the interviewed companies had plans for managing safety and security risks for both domestic and foreign environments. The questions results can be seen in the following figures (Figures 8 and 9).



Figure 8: Plan and a process to manage safety and security risks in Finland

According to the interviews, 10 out of 14 interviewed companies have a plan and a process for managing safety and security risks in Finland. This is roughly the same percent as it was presented in chapter 3.9 “Turvallisuuustutkimus 2014” -survey (Figure 6), where among all of the surveyed companies, around 70 % answered that the company had done a risk analysis.



Figure 9: Plan and process to manage safety and security risks in foreign operations

When asked about existing plans to manage safety and security risks in foreign operations, 6 of the companies answered yes. In “Turvallisuuustutkimus 2014” -survey, foreign operations security was paid attention to among 15 % of the surveyed companies (Figure 7).

Has an employee's safety and security in overseas secondments and business trips been gone through by the company?

Of the total 14 answers, five interviewees replied negatively to this question. The purpose of the question was to measure in what capacity company is working on this matter according to the interviewee. The small-and-medium enterprises dominated the negative replies. Only one large enterprise answered negatively to this question.

"Yes, we have accurate updates about it. Our country manager in Russia follows the situation on business point-of-view, sends out reports and is visited by the top management." (Interview 8, 2014).

"Not systematically. Our estimation about Libya for example was done using the Finnish Foreign Ministry's website. There is not a single systematic process being used." (Interview 7, 2014).

"Human resources is responsible for processes when people are going for overseas secondments. The main guidelines about for example security are given and it is analysed in a manner that local national law is not in conflict with those." (Interview 9, 2014).

How the preparation of personnel is done in overseas secondments or business trips: preparation of secondment or work trip, training, monitoring and communication.

In this question the companies were more unified, three companies announced that they did not prepare their employees to overseas secondments or work trips. The level of preparation however varied greatly in companies.

"Not really no, we do not have policy about it (preparation of personnel). Guidance about disruption situations does not exist." (Interview 11, 2014).

"We do not have a process for it... We give Russian language basics for the entire staff and prepare for health risks in the Baltics... for example to ticks." (Interview 2, 2014).

"We plan ahead who we hire, they should have global experience." (Interview 4, 2014).

"Currently we are stationed in industrialised countries. We might check residential areas, medical insurances and schools for children. We do not really organise training, it is a pretty straightforward environment. Only a handful of people apply to go (to foreign operations) and they are experienced." (Interview 6, 2014).

Five of the companies operated on policy level, meaning that they had created a security policy that included some form of a section about travel security. This was either gone through with the travelling employee, or assumed that he or she will go it through by himself or herself prior the trip. In the interview these companies did not present any detail about any preparedness for crisis situation for the employees.

“Usually we go through the area (in question) with the personnel, how they should move, not to carry valuables with them and so forth.” (Interview 1, 2014).

“We have researched the area we are going to travel and we have taken certain security points about our point-of-view to a closer look. -- I cannot say how it was done because I was not present at the time.” (Interview 13, 2014).

The rest seven companies had their policies in place, and human resources department was active in assisting the travellers. Four of these companies mentioned that crisis communication services were made available to the travellers and to selected personnel in Finland. Three companies also provided safety and security training to its travelling staff.

“Including that we give it (guidance) in person, we also have written policies about travel security, how to operate in a destination country and certain instructions specific to the destination. -- These instructions contain comprehensively planning the trip, being in the trip and crisis situations in the destination country.” (Interview 9, 2014).

“We offer training -- Our travel policy has certain instructions so that you have to check the security situation in countries that have a certain security classification. Then you need the acceptance of management - or member of management in order to travel.” (Interview 14, 2014).

Common mentioned preparation methods for companies included language training and precise selection of the people sent in work trips and overseas secondments.

In terms of preparation of personnel for foreign operations 11 out of 14 companies stated that they conduct it in some level. The levels were defined by the author as policy level and policy plus human resources level. Five of the companies operated on policy level, meaning that they had created a security policy that included some form of section about travel security. The rest six companies had their policies in place and human resources department was active in assisting the travellers.

The reason why six companies had prepared more meticulously than the rest can be that these companies have sent their employees to overseas secondments. As described in chapter 3.7 by Hellsten, the time period in an overseas secondment can span to several years working and living in abroad (Hellsten 2009, 18). According to Hellsten human resources “owns” the overseas secondment process and provides services to successfully complete the secondment (Hellsten 2009, 84).

Have any personnel been named as a responsible for organizing overseas secondments or work trips in the company? Is the top management engaged in these activities?

Three interviewees said that no responsible personnel had been appointed. All of these companies were small-and-medium enterprises.

“Not really in that fashion, sales does sales trips when they need to... We follow the world political situation.” (Interview 10, 2014).

Interviewees reported that appointed responsible personnel included CEO, corporate security director, export director and members of human resources.

“Yeah, we have a group that regularly comes together and goes through situations. And if something serious happens, this group gathers and starts to move things forward. We have a few people from human resources and CEO and the vice-CEO.” (Interview 5, 2014).

“The very starting point in safety and security work is that management is committed to it. Yours truly (corporate security director) has the overall responsibility, the responsibility for safety and security initiation is in the hands of the travelling person’s supervisor.” (Interview 9, 2014).

Eleven of the companies had personnel appointed to be responsible for organizing overseas secondments and work trips. Interviewees reported that appointed responsible personnel included chief-executive-officer, corporate security director, export director and members of human resources.

How the company recognizes, categorizes and prepares for personal security risks in abroad?

Two large enterprises and four small-and-medium enterprises replied that they do not have a process for this, or that they feel that it is inadequate.

“Poorly, we are like 90 % of Finnish companies in overall. We do not believe that something would happen in industrialized countries, marginal countries are not taken into account with sufficient severity... Also we really do not have trust towards the Foreign Ministry anymore -- the ambassadors sit in a luxurious neighbourhood and does not have a real idea what happens around.” (Interview 4, 2014).

“Well... we do it with a common sense basis. We do not have any special risk recognizing process or preparedness plans for that matter. -- I have sometimes visited there (Foreign Ministry’s website).” (Interview 12, 2014).

Eight out of 14 companies said that they had process for it. The companies that had a process for this said that they utilize Foreign Ministry’s country reports, active following of events in the destination country, consulting companies and local contacts.

“We get the information (about destination countries) through different services, do the bidding decision and start the operation, then the decision is maybe made with a gut feeling... but we follow the guidelines of these services. We also follow the Foreign Ministry’s recommendations. We followed for example SARS notifications and gave people guidance. -- Foreign Ministry is a good thing to follow because then we act according to public principles.” (Interview 5, 2014).

“We have a few consulting companies whom we order country reports, but they have more of a human resources point-of-view.” (Interview 6, 2014).

“We assess from Finland what are the de facto risks in the destination country. They are dependent of the destination country, Asia has different types (of risks) than Africa, South-America or Europe. When we send people from Finland to Europe we still have rough roster, which we use to look what problems can be expected and how to control them.” (Interview 9, 2014).

As it was mentioned in chapter 3.2, recognizing threats and analysing them are essential tasks in organizing and managing corporate security. One of the tools used for this task is safety and security analyses which recognize threats, evaluate their impact and plan for them. (Yritysturvaluus 2015).

4.4.2 The current issues and trends in companies

This theme was opened with three closed questions. Questions were asked to find out whether or not the companies had any security issues regarding personal security in foreign opera-

tions. The questions and the results are presented in the following three figures (figures 10, 11 and 12).

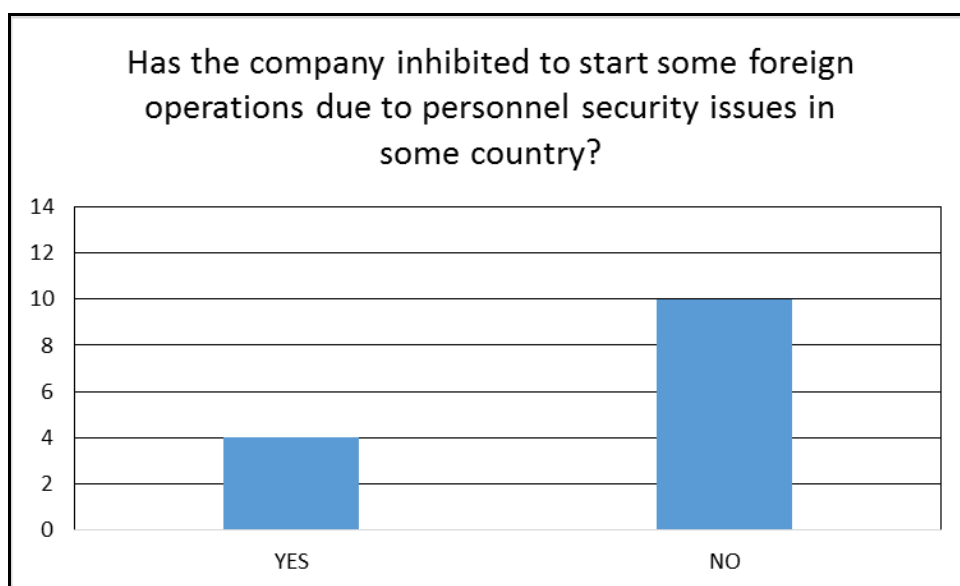


Figure 10: Inhibition of foreign operations

Of the interviewed companies four stated that they had to inhibit the start of their operations due to the security situation in the destination country.

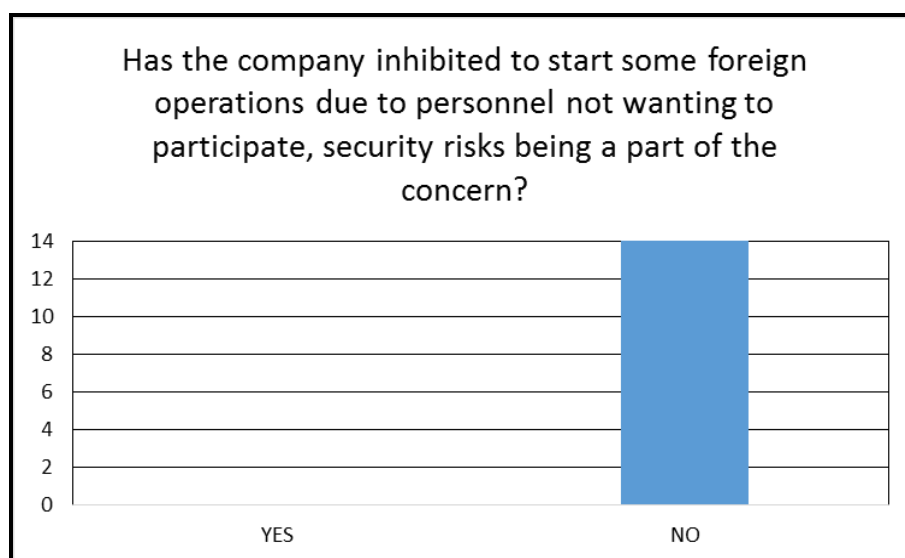


Figure 11: Inhibition of foreign operations due to personnel reasons

All of the companies stated that they were never unable to start foreign operations because of concerned personnel.



Figure 12: Retraction from foreign operations

Two out of 14 companies stated that they had to retract from their ongoing operations due to deteriorating security situation in the destination country.

Does the company have operations in risk areas or countries?

On the interviews, four companies said that they do not operate in these kind of areas, but two of these companies stated that their clients are located in risky areas. The rest 10 companies operate in risk areas or countries in their own opinion. This question was asked so that the parameters for a risk area or country were not defined by the interviewer.

“Russia is a risk country; it is not like EU area. The risks are associated in authorities’ actions; bribes are rolling but we will not take a part to it in anyway. That causes difficulties.” (Interview 8, 2014).

“There are different definitions to it (risk areas)... if we look at insurance point-of-view we have certain risk areas that may stem from natural disasters, events nearby the area or local events that can be spontaneous or long-lasting. For example, certain areas of Russia have significant risks to personal security, significant risks from outside factors... In other maps Russia can be totally clean (from risks)”. (Interview 9, 2014).

What is challenging in organizing overseas secondments and business trips in personnel and personal security point-of-view?

This question gathered very diverse answers. The most common challenge expressed by the interviewees was the understanding of cultural differences. The challenges expressed by companies were as follows, the number of companies that addressed these points are indicated inside the brackets:

- Meeting of different cultures (3)
- Risk analysis (3)
- Recruitment of motivated people, who are professionally capable and who do not participate in risky activities, such as overuse of alcohol (2)
- No challenges at all (2)
- Expenses to profit ratio when sending people to risky areas (1)
- Organizing medical care and evacuation (1)
- Planning of the security aspect for work trips and secondments (1)
- Making employees internalise given security instructions (1)
- Communication throughout the organization (1).

“Well in a big house like ours, it is the communication. That everybody in general knows that we have a service provider and that you have to ask a permission (to travel). For example there have been travels to Mexico without asking a permit because people did not know you need a permission (to travel)... Our mass is so big... and the processes vary between countries.” (Interview 14, 2014)

In what ways has the company succeeded in managing personal security in foreign operations?

The most common answer to this question was that no incidents have happened to the companies. Five companies gave this answer, one of them adding that:

“We do not travel without a reason. Every trip is thought thoroughly moneywise.” (Interview 14, 2014).

Other answers included, the number of companies that addressed these points are indicated inside the brackets:

- Proper risk analysis and mitigation (4)
- Success in the selection of travelling personnel (3)
- Guidance given to the employees (2)
- Selection of business partners (1)
- Making travel plans from Finland (1)

- Good personnel organization (1)

“We have succeeded to avoid damages caused by the surrounding environment. I do not remember that those things have happened... in the past we have had injuries that were fatal... accidents in the free time.” (Interview 5, 2014).

“The guidance package we have done, and the feedback we have received from it. Especially in those cases where family members took also part in the trip. People have also used them in their holiday trips.” (Interview 9, 2014).

To what countries is the company executing or planning foreign operations? How long has the company planned that these operations would last?

The following figure (Figure 13) shows where the interviewed companies are executing or are planning to execute their activities. Also the amount of companies that reported activities in a country are presented in colour coding. From Europe only the East European region was taken into account while making this figure.

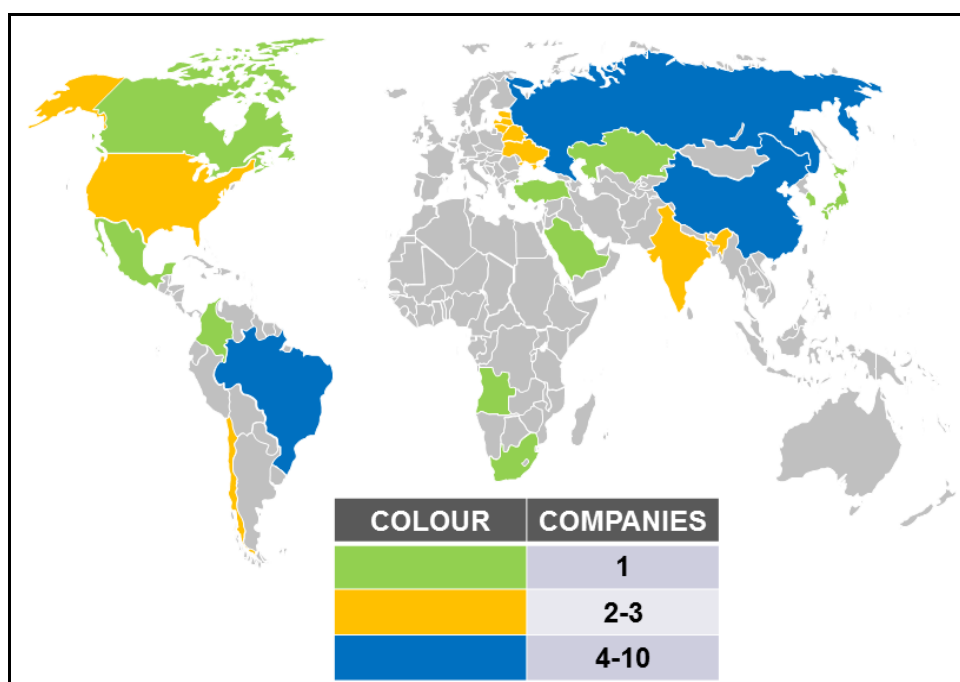


Figure 13: Map of where companies currently have or are planning activities

The top 3 countries were: Russia with 10 companies, China with 8 companies and Brazil with 4 companies.

“Chile, Russia, Brazil, Columbia, Saudi-Arabia. We do projects and longer-term activities. Projects are the challenge and they may come from very different countries. Often they countries where we have not visited in for example from 5 to 10 years.” (Interview 5, 2014).

4.4.3 Interest towards outside services and what they should offer

Is the company interested in receiving help to safeguard its foreign operations?

All but one of the interviewees answered favourably to this question. The interest towards services that would help company to safeguard its foreign operations were mostly described as special situations.

Seven of the interviewees replied that they would be interested receiving services in special situations. The mentioned special situations were described mostly as situations where company is arriving to a new business area.

“Special situations come across now and then, especially when we go and find new markets.” (Interview 8, 2014).

“In basic activities we have systems in place, but in special situations it would be good to know what types of services you can get.” (Interview 3, 2014).

“They are frequently under consideration. We search for the best actors compared to the destination. -- if we are in Tadzhikistan or other area where Russian is not spoken it is much more challenging situation (than in Russian speaking countries). Then we try to find the best partner possible to the destination. To do their work and to understand crises and risks.” (Interview 9, 2014).

“Some security-minded scanning should be done, how we secure the everyday life. -- Those things could be thought that where we have certain risk areas and how we could train our staff.” (Interview 10, 2014).

“We already receive assistance -- even though we have our own risk department but surely others are experts so we do not want to do everything ourselves. We trust outside experts.” (Interview 14, 2014).

4.4.4 Table of results

In this chapter results of different answers and statements of companies are presented in tables (Table 1 and Table 3). The corresponding questions and statements are presented in following tables (Table 2 and Table 4). The questions are presented in a list under the table with remarks of the colour coding used to create this table. The tables are used as a reference point in the conclusions chapter.

The answers marked in colour red represent the answers from larger companies, the dark blue ones from small-and-medium enterprises. The background colour light blue is used to emphasise the yes -answers, and the light yellow no -answers. The companies are placed to the table so that larger companies and small-and-medium ones would have their own divisions. There were total of 7 larger companies and 7 small-and-medium enterprises that participated to the interviews. Also the companies that had the largest amount of yes -answers were placed to the left hand side of their own divisions in the first table (Table 1). The placement of a company in the table is thus not comparable to its interview reference number used in the interview themes' chapters. The numbering on the left side of the table, from top to down in **bold numbers**, indicates the question asked. The numbering on the top, from left to right in *italics numbers*, represents the reference number of the company in the answer tables (Table 1 and Table 3).

In the first table, the seven first questions illustrate the state of security planning and relevant information about the companies' foreign operations activities. It shows what the companies are planning for and what has been the reality for them in foreign operations. The three last questions define if companies have done certain measures in order to achieve better personal security in foreign operations (Table 1).

	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>	<i>10</i>	<i>11</i>	<i>12</i>	<i>13</i>	<i>14</i>
1.	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	NO	NO	NO
2.	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	NO	NO	NO	NO
3.	YES	YES	YES	YES	YES	YES	NO	YES	NO	YES	YES	YES	NO	NO
4.	YES	YES	YES	YES	YES	NO	NO	YES	NO	NO	NO	NO	NO	NO
5.	YES	NO	NO	NO	NO	NO	NO	YES	YES	NO	YES	NO	NO	NO
6.	YES	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	YES	NO
7.	YES	YES	YES	YES	YES	YES	NO	YES	YES	YES	YES	YES	YES	YES
	LARGE COMPANIES							SME'S						
8.	YES	YES	YES	YES	YES	YES	NO	YES	YES	NO	NO	NO	NO	NO
9.	YES	YES	YES	YES	YES	NO	NO	YES	YES	YES	NO	NO	NO	NO
10.	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	NO	NO	NO
	LARGE COMPANIES							SME'S						

Table 1: Planning, state of foreign operations and measures

1. Are personnel overseeing the organisation overseas secondments and work trips in the company? Is the top management engaged in these activities?
2. Does the company have a plan and a process to manage safety and security risks in Finland?
3. Does the company have operations in risk areas or countries?
4. Does the company have a plan and a process to manage safety and security risks in countries where it has foreign operations?
5. Has the company inhibited to start some foreign operations due to personnel security issues in some country?
6. Has the company retracted ongoing foreign operations due to security reasons?
7. Is the company interested in receiving help to safeguard its foreign operations?
8. Has the individual worker's safety and security in overseas secondments been gone through?
9. Does the company recognizes, categorizes and prepares for personal security risks in abroad?
10. Are the personnel prepared for overseas secondments or work trips?

Table 2: Questions for Table 1

It is visible according to Table 1 that companies that did not have any personnel overseeing their foreign operations (question 1) replied negatively to several other questions in the interviews. Companies number 7 and 11 state that they have personnel overseeing the foreign operation, but still reply negatively to several questions including safety and security plan for foreign operations. The engagement of management and making plans are an integral part of safety and security work, as discussed in chapter 3.2.

According to the Table 1 small-and-medium enterprises inhibited more to start their foreign operations than larger companies (question 5). Furthermore, six small-and-medium enterprises replied that they did not have a safety and security plan for foreign operations (question 4). These results are further discussed in the conclusions chapter.

The following table (Table 3) presents companies statements to two questions. The questions are:

1. In what has the company succeeded in managing personal security in foreign operations?
2. What is challenging in organizing foreign operations?

The statements given by the company are presented with an X-mark. Companies can have several statements for the asked question. The numbering and colour coding are identical to the ones in Table 1, with the exception that companies that had domestic safety and security plans in place are marked with *italics and underlined numbers*. The company reference numbers in the top are the same as in Table 1, meaning that the order of the companies in the table is the same.

1.	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>13</u>	<u>14</u>
a.					X			X	X				X	X
b.	X	X				X				X				
c.		X									X		X	
d.		X		X										
e.			X											
f.												X		
g.							X							
	LARGE COMPANIES							SME'S						

2.	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>13</u>	<u>14</u>
a.						X	X		X					
b.		X								X	X			
c.			X										X	
d.												X		X
e.								X						
f.	X													
g.										X				
h.				X										
i.					X									
	LARGE COMPANIES							SME'S						

Table 3: Companies statements

11 In what the company has succeeded in managing personal security in foreign operations?

a.	No incidents has happened (5)
b.	Proper risk analysis and mitigation (4)
c.	Success in the selection of travelling personnel (3)
d.	Guidance given to the employees (2)
e.	Selection of business partners (1)
f.	Success in making travel plans (1)
g.	Good personnel organization (1)

12 What is challenging in organizing overseas secondments in personnel and personal security point-of-view?

a. Meeting of different cultures (3)
b. Risk analysis (3)
c. Recruitment of motivated people, who are professionally capable (2)
d. No challenges at all (2)
e. Expenses to profit ratio when sending people to risky areas (1)
f. Organizing medical care and evacuation (1)
g. Planning of the security aspect for work trips and secondments (1)
h. Making employees internalise given security instructions (1)
i. Communication throughout the organization (1).

Table 4: Questions for Table 3

According to Table 3 in question 11, the companies that had security and safety plans in place at least in its domestic operations, credited the most that they had succeeded in making a proper risk analysis and mitigation for their foreign operations. These companies credited second and third most that any incidents had not happened and that guidance given to the employees was successful. Companies that did not have plans for domestic operations the most credited statements to the question were that no incidents had happened and the selection of the travelling personnel succeeded.

As for the question 12, the companies that had existing domestic safety and security plan the challenges rose mostly from meeting of different cultures and the making of a risk analysis to the operations. For the companies without domestic safety and security plan the most common statements was that there were no challenges at all. These results are further discussed in the following chapter.

5 Conclusions

The purpose of the thesis was to research how Finnish companies are organising and managing personal security in foreign operations. Company representatives were interviewed on how they are managing personal security in foreign operations, what are the current issues and trends in foreign operations and are the companies willing to purchase services to train or to protect their employees while they are abroad. This thesis has raised knowledge about the organisation of personal security in foreign operations by Finnish companies and the current issues that companies face.

Based on the results the processes for organising security in foreign operations are individual to the companies, which is understandable because companies have to organise safety and security in the way that it supports the unique structure and culture each company has. However, because there is no model provided to companies for foreign operations security plan-

ning, for example by governmental entities, the methods companies use vary and can exclude some important aspects that are usually considered when planning safety and security operations in domestic environment. Suggestions for further research about the subject is presented in chapter 5.3.

5.1 Answering the research questions

The research questions for this thesis were:

1. What are the current issues and trends in companies regarding personal security in foreign operations?
2. How companies feel about the use of external security services in order to safeguard their foreign operations in the future?
3. What aspects in companies build the personal security in foreign operations?

These research questions were used to create three themes for the semi-structured interviews. Based on the interview themes and the material collected in these themes, we can do the following conclusions for the individual research questions.

Research question: **What are the current issues and trends in companies regarding personal security in foreign operations?**

In this study only major export companies that had foreign operations were interviewed. Foreign activities could be described as a status quo for some of the companies and at least frequent activities to some. Plans and processes for managing security in foreign operations were however made in 6 out of the 14 interviewed companies and plans for managing domestic safety and security in 10 out of 14 companies.

When talking about organisation of security in foreign operations in this study, it was described as the same type of process as organisation of domestic safety and security operations. The factors and stakeholders in an international environment can however be very different from the domestic process. This study showed that challenges were faced according to the companies by mainly in meeting of different cultures, risk analysis for foreign operations and the selection of personnel.

It was pointed in this study that companies need to create their own unique plans to deal with safety and security in the company, whether it is for domestic or foreign environment.

However, even though unique plans are necessary, some regularities regarding safety and security management decisions and processes are in place. The larger companies interviewed had processes and plans in place for the most part, but small-and-medium companies were less likely to make plans for foreign operations security and also to domestic operations security.

Several detailed step-by-step documents regarding organisation of company's domestic safety and security management are published by independent Finnish authors and by Finnish governmental entities, but the existence of similar documents about how to organise foreign operations security is scarce. The scarce literature about proper step-by-step organisation of security in foreign operations to companies is the overall current issue in Finnish companies alongside with the fact that many companies did not have a plan for domestic operations security.

The root of foreign operations security work lies in the detailed safety and security work done in domestic environment where factors to creation safety and security are usually better known than that of a foreign environment. The same type of planning, processes and means are applicable to safeguard both domestic and foreign operations - even though it is clear that foreign environment has its own challenges. Still the foundation foreign operations security work is laid in the domestic security work. It was evident from the results of the interviews that companies that did not have a domestic security plan lacked also in several other security management areas.

Few of the companies reported that they had either to inhibit the start of some foreign operations or retract from ongoing operations due to security reasons. Any details about these cases were not collected but companies would have arguably had more information to do the decisions they made if they had foreign operations security plan and a risk analysis process in place.

Research question: How companies feel about the use of external security services in order to safeguard their foreign operations in the future?

The use of external security consulting services was perceived as a favourable option to almost all of the companies. On the basis of the study favourable products that companies have an interest on are foreign operations security planning, risk analysis work and intelligence gathering, cultural awareness training and protective security.

Foreign operations security planning, and risk analysis work and intelligence gathering formed an integral part of the future company needs - whether they recognised it or not. Having an

up-to-date security plan and process to assess and recognise risks are vital to safety and security management work - whether it is domestic work or not. These could be described the cornerstones of safety and security work in whatever - or wherever - you do. Proper flow of factual information about the destination country and its current events is a requirement for a company, especially if information relevant to making business in the country is also combined to it. Expenses to profit ratio in organising foreign operations is something that companies are interested in - and it should be addressed by the service providers that offer foreign operations security services to companies.

Research question: **What aspects in companies build the personal security in foreign operations?**

Different aspects of companies and their safety and security processes have different effects on how they deliver and manage personal security in foreign operations. In the study the aspect that appeared to have the most of effect was the designation of personnel to oversee the overseas secondment and work trips process and the commitment of top management to the security work. The effect of designated personnel and commitment of management was greater than the effect of the company plan and a process to manage safety and security risks in foreign countries. Companies that had not appointed people to oversee the overseas secondments and work trips often times lacked the plan for foreign operations security, risk analysis process, employee preparation for trips and have not gone through individual worker's safety and security in overseas secondments and work trips.

As it was presented earlier when dealing about corporate security, and safety and security management, it is vital that the management takes part to the safety and security work. It was visible in the study that companies that had appointed people to oversee the overseas secondments and work trips, but still lacked the plan and a process to manage safety and security risks in foreign countries, did more work in personal security point-of-view than companies that had not appointed people to oversee the overseas secondments and work trips. This is due to that there is some oversight and control of the personal security in foreign operations process, even though no static plans for executing it have been made.

Another important factor to personal security in foreign operations according to study is the preparation of employees. Both large and small-and-medium companies that had employee preparation were in personal security point-of-view more prepared to face risks than companies that did not do it. Companies where the employee's stay in a country can be years instead of days, security issues were taken into the agenda. Especially positive affect was received in the companies when the human resources department was involved in the process. This also affected positively in personal security point-of-view to the employees who were

doing shorter business trips in these companies. The reason was that the same processes that had been created for longer secondments were still transferable to be used in shorter work trips.

Larger companies, that can be domestic or international, have often times long traditions in foreign operations and especially in arranging overseas secondments. Larger companies also have a larger human resources department that is active in its involvement in secondments. Because of the more likely existence of overseas secondment program and active human resources department, larger companies can be considered to be more prepared to personal security risks. However, two of the interviewed larger companies still lacked the process for analysing personal security risks in foreign operations. The large companies' resources and hierarchical structure do not dictate that their process for personal security in foreign operations is still without improvement.

Location of foreign operations had no visible impact to the way companies arrange their personal security in foreign operations. It was discussed that determining whether a country is or not a risky place is a subjective process that varies depending on who is doing the analysis. The culture, language, crime rates and the surrounding geo-political aspects of the destination country play a huge role when determining the risk level of the country. Still some companies that had foreign operations mainly in Europe and industrialised countries were more prepared in personal security point-of-view than some companies that had existing operations in South-America and Africa for example. This observation can be pinpointed to the fact made earlier in this chapter, that companies with no oversight of overseas secondments and work trips and with no commitment of management, have deficiencies in organising personal security aspects in foreign operations.

5.2 The validity and reliability of the study

Robert K. Yin in his book "Case Study Research - Design and Methods" (2014) presents that four tactics are commonly used in judging the validity and reliability of an empirical social research. Case study research is considered to be within that framework meaning the tests are also applicable to it. Yin describes these tests' names as: construct validity, internal validity, external validity and reliability. (Yin 2014, 45).

In construct validity Yin (2014) explains that the researcher must "identify the correct operational measures for the concepts being studied". The tactics he proposes to increase study's construct validity are multiple sources of evidence, establishing chain of evidence and allowing key informants review draft of the case study. (Yin 2014, 46-47). The multiple sources of evidence for this study was achieved by contacting and interviewing several companies for

this study. Also literature review was made so that the background of the research topic and the parameters of the terms and knowledge of the relevant processes discussed in this study were made clear to the readers of the study. Chain of evidence Yin (2014) describes as allowing the reader to see how the results and conclusions were derived from the data. (Yin 2014, 237). This study was designed to have a clear structure so that the information about the empirical research decisions made for this study and the results from literature reviews and semi-structured interviews could be easily traced and compared with another.

Allowing key informants review the draft was not used in this study due to the fact that many people were interviewed for this study and their individual statements do not necessarily stand out that much. The results and conclusions were the condensed findings from of all the informants, which had to be done by hiding the identity of the interviewee and the company he or she is representing.

Internal validity Yin (2014) sees as the main concern when conducting explanatory case studies, where the researcher tries to explain the relationship and the outcome of different factors to the phenomena. Concern to internal validity is also inferences when the studied events cannot be directly observed. (Yin 2014, 47). In this study the results of literature review were clearly presented and they are being referenced to through the study. The semi-structure reviews were audio-recorded when the permission to do so was given and the results were put to a table where the readers can examine how different events affect to each other.

For external validity Yin (2014) the concern is if the study's findings are possible to generalize beyond the scope of the original study. According to Yin this is best avoided by asking "how" and "why" questions. (Yin 2014, 48). This study points out what aspects of companies' safety and security work enhance the personal security of an employee in foreign operations. It also points out what the trends and issues of interviewed larger and small-and-medium companies were and how they perceive the possibility to use external security services. Combined with the large number of companies interviewed for a case study the results and conclusions are generalizable to other companies that do export business.

The last test was reliability where according to Yin (2014) another researcher should have the same results and conclusions if he or she follows the procedures of the researcher who had done the case study first. (Yin 2014, 48). The structure of this thesis is designed to be easily followed and the used research methods and their use is thoroughly presented. Another researcher could follow the same methods used in this study. However, the use of the same interviewees by another researcher is not possible. Company representatives in this study were promised anonymity both to themselves and the company that they represent. This was done

in order to get companies willing to talk about security matters, which are by nature a delicate matter. More interviews provided a more data-rich study where the generalizations would be more valid. Other researchers however could follow the parameters used in this study for selecting the interviewed companies, which were that the companies had a sizable income from exportation to revenue ratio of products and services and that companies' headquarters were stationed at the metropolitan region.

5.3 Future research possibilities

As it was presented in this study, personal security in foreign operations or let alone foreign operations security, is scarcely addressed subject in the Finnish academic or governmental entity literature. On the basis of this study other research or development opportunities open up.

Quantitative research about foreign operations security in companies. Quantitative research would permit a larger group companies to be researched. Also the geographical region would not be a limitation if the research would be conducted via internet surveys for example. This would create a more unified image of the current state and the culture of the foreign operations security in whole Finland in general.

Case study of how a single company organises and manages foreign operations security or personal security in it. This research would enable to research how a single company handles the whole process of foreign operations security, or the personal security in foreign operations. This would also enable to study how different departments of the organisation contribute to the security work. The company however should be selected carefully to this research, hence the company should have existing foreign operations security process and they should be open enough to present it to a researcher.

Development of a foreign operations security plan template. This research could be done as a part of the above mentioned case study or as its own entity. The template could be developed using existing domestic and foreign literature about the subject. The template should then be given to several professional contacts and further developed on the basis of their comments.

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Appendix 1: Semi-structured interview Excel-form

[illegible]

Ajankohtaiset kysymykset ja trendit							
Onko yritys estynyt joidenkin ulkomaan toimintojen aloittamiselta kohdealueen heikon turvallisuustilanteen takia?							
		KYLLÄ			EI		
Onko yritys estynyt joidenkin ulkomaan toimintojen aloittamiselta työntekijän tai työntekijöiden matkalle lähtemisen haluttomuuden takia, osasyynä kohdealueen turvallisuustilanne?							
		KYLLÄ			EI		
Onko yritys joutunut perumaan olemassa olevia toimintoja kohdealueen heikon turvallisuustilanteen takia							
		KYLLÄ			EI		
Onko yrityksellä toimintaa riskialueilla?							
Mikä on haasteellista ulkomaantoimintojen järjestämisessä (henkilöstö ja henkilöstöturvallisuus)?							
Missä on onnistuttu ulkomaantoimintojen järjestämisessä (henkilöstö ja henkilöstöturvallisuus)?							
Onko yritys toteuttamassa tällä hetkellä tai suunnittelemassa ulkomaantoimintoja mihin maihin?							

Kiinnostus ulkopuolisisten järjestämiä palveluita kohtaan ja mitä niissä tulisi tarjota							
Olisiko yritys kiinnostunut saamaan apua kansainvälisten toimintojensa turvaamiseksi?							